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ABSTRACT

This document provides recommendations to Community College chancellors and superintendents based on survey responses from 11 multi-college district chancellors and 37 single college district superintendents and/or presidents of the Community College League of California. The report provides demographic information, such as gender, ethnicity, educational background, and district size. It also gives information on employment contracts, including benefits and evaluation measures. Responding single-college district superintendents/presidents were shown to have longer tenures than responding multi-college district chancellors. However, chancellors were disclosed as having longer contract terms. Respondents were predominantly white males. The report recommends that hiring committees as well as community college leaders be flexible, creative, and prudent with regard to employment terms. (Contains four tables that detail survey responses.) (MKF)

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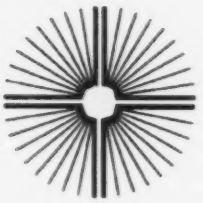

Chancellors and Superintendents

Employment Terms: Contracts, Policies, and Practices

Recommendations and Survey Results

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Chancellors and Superintendents

Employment Terms: Contracts, Policies, and Practices

Boards of trustees have the power and responsibility to foster CEO success. An important component of that responsibility is the written contract and other agreements between the board and CEO.

In the past decade, the annual number of California district CEO leaving their positions has ranged between 4 (1997) and 12 (1992 and 1994), and it is projected that there will be high numbers of openings in the future. A number of factors contribute to CEOs moving to new positions; however, boards should ensure that the contract and employment practices are among the positive factors that attract and retain a good CEO. Boards should not risk losing a good CEO (or discouraging potential candidates) because of non-competitive contracts and practices.

A well-crafted contract ensures clear communication, expresses the institution's values, may serve as a recruiting tool, and is evidence of the board's desire to support a good CEO. Contracts protect the interests of both governing boards and CEOs; they are accountability tools to assure the public that district resources are protected.

Advice to Boards and CEOs

What should a board consider when it sets parameters for a contract for a new CEO, or reviews the contract and terms of employment for its current chancellor or superintendent? What should CEOs consider?

Consider a Variety of Issues. Contracts do more than set salary. They can address many items, including CEO authority, expectations, incentives and increases, evaluation, deferred compensation, retirement, consulting rights, insurances, expense allowances, housing, automobiles, travel support, leaves, health, equipment, memberships in professional and community organizations, and separation clauses. Some items or terms of employment may be addressed in board policy, board action, delegation, or budget approvals, instead of the contract.

Discuss Contract Provisions Early in a CEO Search. Don't postpone board discussions of the contract until the position is offered to a candidate. It is easy to wait until the end of the search to discuss expectations. However, a good contract and attractive terms of employment can be good recruiting tools. Review contract possibilities and have discussions early with the search consultant and legal counsel about trends in contracts and what the board can do to ensure that the position is attractive to potential applicants.

Be Flexible. Different CEOs have different needs, which may vary depending on the stage they are in their career. Wise boards set general parameters for compensation and benefits but are flexible within those parameters when it comes time to negotiating with a new CEO or renewing a contract for a valued CEO. New CEOs may desire housing and moving assistance, support for professional development, and longevity incentives. Those nearing retirement age may be interested in packages that boost retirement income, and may wish to roll auto and expense allowances and the like into salaries.

Be Creative. Support for the CEO is not limited to salaries or high cost items. Items such as home and travel office equipment (cell phones, computers), annual health exams and health club memberships, and consulting days provide support for the CEO and may make it easier for the person to do the job, but are not reflected in salary.

Be Prudent. Protect both the CEO and district by being aware of contract issues that may cause problems. For instance, granting bonuses or raises, no matter how well deserved, in a time of budget constraints may cause a negative reaction. Offer a competitive salary at the beginning of contract negotiations and have clauses in the contract that provide for increases, longevity incentives, and/or bonuses to prevent the need to do a separate "catch up" salary increase.

Don't Take the Contract for Granted. Often, boards automatically renew or extend the contract for the CEO without taking another look at the provisions. However, boards and CEOs may wish to take advantage of the contract renewal or extension action to discuss changes to provisions, support, and expectations, particularly if the needs of the CEO are changing.

Seek Advice. Boards should ensure that the college attorney and search consultant review contract proposals. These reviews should occur early in the search and re-negotiation processes however, so that they do not interfere with a job offer or renewal.

Resources

Wolin, Carrole (Ed). *The CEO Contract: Creating a Winning Partnership*. American Association of Community Colleges, Washington, DC, 1996

District CEO Terms of Employment Survey Results, Community College League of California, Sacramento, CA, 2001.

Survey Results

Terms of Employment

In January 2001, the League surveyed district chancellors and superintendent/presidents to learn about terms of employment in the contract, board policy, and unwritten practice. The survey results are intended to be a resource for boards and CEOs to stimulate discussion and thinking.

Interim CEOs were not included in the survey (at the time of the survey, 5 of the 72 district CEOs were interim). College presidents in multi-college districts were not surveyed, as their contracts usually differ significantly from district CEOs. Compensation levels were not included, since those data are collected and reported both by ACCCA and the Chancellor's Office.

Highlights

Responses were received from 48 individuals—11 chancellors of multi-college districts, and 37 superintendents of single college districts. A higher percentage of CEOs of single-college districts responded than multi-college districts (71% to 55%). Highlights of the results are reported below; details of the results are in attached tables:

Table 1:	Demographic Information
Table 2:	Single College and Multi-College District CEOs
Table 3:	Chancellors Only
Table 4:	Superintendent/Presidents Only

Demographics

Years in the position

- Superintendent/presidents reported an average of 7 years in the current position, while chancellors reported an average of 3.7 yrs.

Contract Length

- Chancellors tend to have longer contract terms (64% have 4 year contracts vs. 54% of superintendent/presidents). The chancellors who responded also were more likely to be in their first contracts (36% versus 14% of superintendent/presidents).

Ethnicity

- The study is skewed by a higher percentage of White Anglo responses than is found in all district CEOs. For instance, in early 2001, 60% of the chancellors were non-white or non-Anglo; however, only 28% of the respondents indicated they were in those categories.

Responses from All CEOs

The following list highlights the results from all single college and multi-college district CEOs. Details are provided in Table 2. Unless otherwise specified, the bulleted items report the results from all three categories of responses, i.e. the provision is in the contract, in board policy, and/or is unwritten practice.

Contract Extension

- Contingent upon a positive evaluation for a little less than half of the respondents
- Less than 1/3 had extension clauses in the contract
- Most common practice is board takes action on one-year extensions

Salary Increases

- 14% have a performance bonus in the contract
- 46% salary increases tied to faculty and administration

Longevity Incentive

- 19% have contract clauses for a bonus or salary increase if stay a specified time; 14% have other benefits

CEO Responsibilities

- Almost all set annual goals and priorities
- About half update job description from time to time
- Approximately 1/3 had a clause in the contract for community and regional involvement; less at the state level, and still less at the national level

CEO Evaluation

- Virtually all require annual evaluation; about 40% of CEOs propose the process

Health Benefits

- In over 90% of the cases, benefits are the same as other administrators
- More specifically, 80 – 90% vision, life, and disability
- Less than half had long-term care

Medical Exam

- 24% required physical exam (only 8% in contract)

Miscellaneous/Home/Auto

- About 75% have an "expense allowance"
- About one-third have an annuity
- 62% college credit card

- 10% some assistance with housing
- 18% auto provided
- 58% auto expense allowance

Memberships

- 58% professional associations
- 54% community service organizations
- A few had membership in private business or country clubs; none in athletic clubs

Leaves

- About 33% have professional development leaves; 20% have a sabbatical option (1 required)

Office Equipment for Travel and Home

Provision of home and travel equipment was generally "unwritten practice." The following are listed in "most to least" order:

- Over half: telephone credit card, cell phone, lap top
- About a quarter: internet service, personal digital assistant, home computer
- Less than 20%: fax machine, pager, or additional phone line at home

Differences between Chancellors and Superintendent/Presidents

Table 3 provides the response rate for chancellors of multi-college districts; Table 4 covers superintendent/presidents of single-college districts. The following highlights are based on responses in the contracts only column. (Note: Just over half of the chancellors of multi-college districts responded to the survey. Given the relatively small number of chancellors (20), the results may or may not reflect the entire population.)

Chancellors are *more likely* to have the following clauses in their contracts (percentages are chancellor and superintendent/president responses respectively):

- Automatic extension of the contract (45% : 30%)
- Board may increase salary at any time (82% : 49%)
- Salary increases at same percentage as employee contracts (36% : 22%)
- Detailed written job description (45% : 35%)
- Goals and objectives established annually (45% : 35%)
- Annual evaluation required (82% : 57%)
- Disability insurance (64% : 27%)
- Annuity or deferred compensation (45% : 30%)
- Indemnification related to district business (36% : 24%)
- Auto expense allowance (73% to 49%)

- Leaves are same as other administrative personnel (82% : 54%)
- Home and travel office equipment (computer, phone, fax, etc)

Superintendent/Presidents are *more likely* to have the following clauses in their contracts (percentages are superintendent/president and chancellor responses only):

- Board annually takes action on contract extension (30% : 18%)
- Extension is contingent on positive evaluation (32% : 18%)
- Board may not decrease salary (46% : 9%)
- Automobile provided and other support for automobiles (19% : none)
- Opportunity for CEO to respond to charges from board (38% : 18%)

TABLE 1: RESPONDENT DEMOGRAPHICS

Table 1: Respondent Demographics		Both	Chanc.	Supt.
All numbers are in percentages unless otherwise noted. Numbers are rounded to the nearest whole percentage.				
Responses Received (48 responses: 11 from Chancellors; 37 from Superintendent/Presidents)		67% of all positions	55% of 20 positions	71% of 52 positions
Gender	Male	75%	73%	76%
	Female	25	27	24
Highest Degree Held:	Ed. D	46	45	46
	Ph. D	42	45	41
	Other doctorate	4	-	5
	Masters	6	9	8
Ethnicity:	White/Anglo	69	73	68
	Latino/Hispanic	17	9	19
	Native American	6	9	5
	Asian/Asian Pacific	4	9	3
	African American	2	-	3
District Size	>20k	21	64	8
	13k – 19999	17	9	14
	7k – 12,999	33	27	41
	4k – 6999	10	-	14
	<4k	17	-	22
Type of District	Urban	21	45	14
	Suburban	38	45	35
	Rural	40	-	51
Number Years in Current Position:	Mean years	6.25 yrs	3.7 yrs	7 yrs
	Median years	5 yrs	4 yrs	5.5 yrs
Total Number of Years as CEO:	Mean years	10.7 yrs	13.3 yrs	9.9 yrs
	Median years	9 yrs	15 yrs	8 yrs
Contract Length:	4 years	56%	64%	54%
	3 years	35	36	35
	2 years	-	-	3
	1 year	-	-	5
Contract:	First	19	36	14
	Subsequent	79	64	84

TABLE 2
ALL CEOS (Chancellors and Superintendent/Presidents)

TABLE 2: ALL CEOS (Chancellors and Superintendent/Presidents)
Numbers are percentages (%).

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
1. **Extension and Renewal**				
33	-	4		Automatically extended for one year as of a certain date unless CEO is notified otherwise.
27	6.2	10		Board annually takes action on one-year extensions.
31	4.1	13	*	Extension is contingent on positive evaluation.
15	2	19		Contract is renewed for multi-year term near end of contract term.
2. **Salary Adjustments**				
56	2	19		Board may increase salary at any time.
38	0	10		Board may not decrease salary.
31	2	19	*	Provision for review of salary at a certain time.
15	0	6		Provision for performance bonus.
25	2	19		Salary increases at same percentage as faculty or administrators contract.
0	0	6		Salary increases in accordance with state COLA.
3. **Longevity Incentives**				
8	0	2		Salary increase if stay 3-7 years.
10	0	2		Bonus if stay 2-7 years.
-	-	-		Other benefits if stay 4-15 years: Lifetime benefits –3; Split life insurance with tax shelter at age 62 –1; Partial vest in retirement benefits, full vesting after 10 years –1; TSA that gradually accrues –1; Medical paid after 8 years –1.
4. **CEO Responsibilities**				
42	37	4	*	Detailed written job description.
40	29	25	*	Goals and objectives established annually by board and CEO.
10	8	15		Job description reviewed and updated at evaluation.
4	6	8		Job description reviewed and updated from time to time
5. **CEO Evaluation**				
71	31	4	*	Annual evaluation required.
10	10	21		CEO proposes process to board.

The numbers in first 3 columns are the percent of respondents checking the item. The items in column 5 are terms or provisions of employment. "No response" percentages are not included in the charts; therefore totals may not add up to 100%.

Column 1 - Specified in Contract. The item is specified in the contract the CEO has with the board.

Column 2 - Board Policy. The item is specified in board policy, not in the contract.

Column 3 - Unwritten Practice. The item is neither specified in the contract nor in policy, but applies to the CEO.

Column 4 - Asterisk indicates at least one response that the item is both in contract and in board policy.

TABLE 2: ALL CEOS (Chancellors and Superintendent/Presidents)
Numbers are percentages (%).

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
0	2	0		If not annual, evaluation conducted less often
6. **Health Benefits**				
75	17	6	*	Benefits are the same as other administrators in the district.
63	27	4	*	Medical insurance.
56	25	4	*	Vision insurance.
63	27	4	*	Dental insurance.
60	23	4	*	Life insurance.
35	23	4		Disability insurance.
29	19	0	*	Long term care insurance.
27	17	0		Spouse benefits, if any, apply to partner.
-	-	-		Benefits paid after retirement: Health – 2; Health, dental, vision – 3; Health for self and spouse to 65 with 15 years and over 55; Lifetime Health for self and spouse –2; Lifetime Health –2; Medical –1; Medical to age 70 –1; Same as faculty with age 65 –1; If vested in system –1.
7. **Medical Exam**				
23	4	4		Annual physical exam required
8	0	6		Physical exam required at request of board
8. **Miscellaneous**				
0	0	4		Ability to hire certain number of positions outside regular personnel process.
33	0	2		Annuity and/or deferred compensation.
75	0	4	*	Entertainment or "in-district" expense allowance.
27	21	10		Indemnification related to district business.
25	4	33		College credit card.
15	13	8		Travel insurance related to district business.
9. **Housing**				
38	4	13	*	Moving expenses.
2	0	2		Housing provided.
2	0	2		Housing allowance.
0	0	2		Home loan or financing.
0	0	2		Home insurance.
10. **Automobile**				
10	0	17		Automobile required.

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TABLE 2: ALL CEOS (Chancellors and Superintendent/Presidents)
Numbers are percentages (%).

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
15	0	4		Automobile provided (district owned or leased).
15	0	2		Auto maintenance and repair.
10	0	2		Auto insurance.
54	2	2		Automobile expense allowance.
19	2	8		Gasoline credit card.
-	-	-		Other: Mileage reimbursed –2; Normal travel expenses –1; Reimbursed at IRS rate –1; $150/month –1
11. **Memberships**				
27	6	25		Professional associations.
19	6	23		Community service organization(s).
0	0	0		Athletic or health club.
4	0	2		Private club for business and community leaders.
4	0	2		Country club or private golf course.
-	-	-		Other: Involvement in community expected, not funded –1.
12. **External Professional Involvement**				
33	4	31		Community and regional involvement provision.
29	4	27		State level involvement provision.
21	4	23		National involvement provision.
13. **Outside Professional Activities**				
29	2	15		Vacation, holidays, or weekends only.
25	0	21		"As long as does not interfere with duties."
21	2	0		Certain number of work days allowed.
4	0	4		Contingent on board approval.
2	0	15		No limits or parameters.
14. **Leaves**				
63	13	8	*	Same as other administrative personnel.
46	15	0		Vacation.
31	23	2	*	Sick leave.
17	12	4		Professional development leave.
10	10	4		Sabbatical 10 optional 1 required.
-	-	-		Other leaves: 6 admin. days off –1; 10 consulting days per year –1; 2 floats, 3 admin, 3 non-duty days –1; 15 days to work away from office writing/speeches –1.

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TABLE 2: ALL CEOS (Chancellors and Superintendent/Presidents)
Numbers are percentages (%).

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
15. **Home Office and Travel Equipment**				
8	0	21		Home computer system.
4	4	52		Laptop computer.
0	0	23		PDA (Personal Digital Assistant).
4	0	6		Additional phone line or DSL-type line at home.
4	0	27		Internet service at home.
4	2	19		Fax machine.
10	2	58		Cell phone.
2	0	19		Pager.
6	0	60	*	Telephone credit card.
16. **Spouse**				
0	0	2		Service to college or community.
0	0	2		Expense reimbursement related to service.
2	0	2		Reimbursed for travel when accompanying CEO on business.
2	2	2		Expectations and benefits apply to partner or significant other.
17. **Termination**				
44	0	0		"No fault" termination by mutual consent in writing.
35	0	8		Resignation.
38	0	2		Prior written notice required for termination
50	0	8		Compensation if board terminates without cause.
63	0	6		By the board for cause.
33	0	6		Opportunity for CEO to respond to/defend against charges, with board.
8	0	2		Provision for alternative dispute resolution process if necessary.

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Table 3
Multi-College District CEOs (Chancellors)

TABLE 3: MULTI-COLLEGE DISTRICT CEOS (Chancellors)
11 responses (20 positions)

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
18. **Extension and Renewal**				
45		9		Automatically extended for one year as of a certain date unless CEO is notified otherwise.
18	9	18		Board annually takes action on one-year extensions.
18	9	18	*	Extension is contingent on positive evaluation.
	9	27		Contract is renewed for multi-year term near end of contract term.
19. **Salary Adjustments**				
82		9		Board may increase salary at any time.
9		9		Board may not decrease salary.
27		18		Provision for review of salary at a certain time.
18				Provision for performance bonus.
36		9		Salary increases at same percentage as faculty or administrators contract.
		9		Salary increases in accordance with state COLA.
20. **Longevity Incentives**				
18				Salary increase if stay a specified number of years.
-	-	-		Bonus if stay a specified number of years.
21. **CEO Responsibilities**				
45	27	9		Detailed written job description.
45	27	9		Goals and objectives established annually by board and CEO.
9	9	45		Job description reviewed and updated at evaluation.
9		18		Job description reviewed and updated every so many years.
22. **CEO Evaluation**				
82	18			Annual evaluation required.
		27		CEO proposes process to board.
				If not annual, evaluation conducted every so many years.

The numbers in first 3 columns are the percent of respondents checking the item. The items in column 5 are terms or provisions of employment. "No response" percentages are not included in the charts; therefore totals may not add up to 100%.

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TABLE 3: MULTI-COLLEGE DISTRICT CEOS (Chancellors)
11 responses (20 positions)

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
23. **Health Benefits**				
78	18	9		Benefits are the same as other administrators in the district.
64	27			Medical insurance.
55	27			Vision insurance.
64	27			Dental insurance.
64	27			Life insurance.
64	27			Disability insurance.
	18			Long term care insurance.
36	36			Spouse benefits, if any, apply to partner.
-	-	-		Benefits paid after retirement:
24. **Medical Exam**				
9				Annual physical exam required
18				Physical exam required at request of board
25. **Miscellaneous**				
-	-	-		Ability to hire certain number of positions outside regular personnel process.
45				Annuity and/or deferred compensation.
73				Entertainment or "in-district" expense allowance.
36	9	9		Indemnification related to district business.
27		36		College credit card.
18		9		Travel insurance related to district business.
26. **Housing**				
45	9	9		Moving expenses.
9				Housing provided.
9				Housing allowance.
-	-	-		Home loan or financing.
-	-	-		Home insurance.
27. **Automobile**				
27				Automobile required.
		9		Automobile provided (district owned or leased).
9				Auto maintenance and repair.

The numbers in first 3 columns are the percent of respondents checking the item. The items in column 5 are terms or provisions of employment. "No response" percentages are not included in the charts; therefore totals may not add up to 100%.

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TABLE 3: MULTI-COLLEGE DISTRICT CEOS (Chancellors)
11 responses (20 positions)

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
-	-	-		Auto insurance.
73				Automobile expense allowance.
9		9		Gasoline credit card.
28. **Memberships**				
36		18		Professional associations.
18		9		Community service organization(s).
-	-	-		Athletic or health club.
-	-	-		Private club for business and community leaders.
-	-	-		Country club or private golf course.
29. **External Professional Involvement**				
27		27		Community and regional involvement provision.
27		27		State level involvement provision.
27		27		National involvement provision.
30. **Outside Professional Activities**				
27		36		Vacation, holidays, or weekends only.
36		36		"As long as does not interfere with duties."
18				Certain number of work days allowed.
-	-	-		Contingent on board approval.
		9		No limits or parameters.
31 **Leaves**				
82		18		Same as other administrative personnel.
36	18			Vacation.
27	27			Sick leave.
27	18			Professional development leave.
18	18			Sabbatical
32. **Home Office and Travel Equipment**				
18		9		Home computer system.
	9	36		Laptop computer.
		18		PDA (Personal Digital Assistant).
9		9		Additional phone line or DSL-type line at home.

The numbers in first 3 columns are the percent of respondents checking the item. The items in column 5 are terms or provisions of employment. "No response" percentages are not included in the charts; therefore totals may not add up to 100%.

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TABLE 3: MULTI-COLLEGE DISTRICT CEOS (Chancellors)
11 responses (20 positions)

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
9		18		Internet service at home.
18		18		Fax machine.
27		36		Cell phone.
		18		Pager.
		55		Telephone credit card.
33. **Spouse**				
-	-	-		Service to college or community.
-	-	-		Expense reimbursement related to service.
-	-	-		Reimbursed for travel when accompanying CEO on business.
	9			Expectations and benefits apply to partner or significant other.
34. **Termination**				
45				"No fault" termination by mutual consent in writing.
18	27			Resignation.
45				Prior written notice required for termination 6.3 months by board 4.5 months by CEO
45		18		Compensation for 7.3 months if board terminates without cause.
55		9		By the board for cause.
18	9	9		Opportunity for CEO to respond to/defend against charges, with board.

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Table 4
Single College District CEOs

TABLE 4: SINGLE COLLEGE DISTRICT CEOS (Superintendent/Presidents) 37 responses (52 positions). Numbers are the percentage of responses				
In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
35. **Extension and Renewal**				
30		3		Automatically extended for one year as of a certain date unless CEO is notified otherwise.
30	5	8		Board annually takes action on one-year extensions.
32		11		Extension is contingent on positive evaluation.
19		16		Contract is renewed for multi-year term near end of contract term.
36. **Salary Adjustments**				
49	3	22		Board may increase salary at any time.
46		11		Board may not decrease salary.
30		19		Provision for review of salary at a certain time.
14		8		Provision for performance bonus.
22	3	22		Salary increases at same percentage as faculty or administrators contract.
		5		Salary increases in accordance with state COLA.
37. **Longevity Incentives**				
5		3		Salary increase if stay 3-7 years.
14		3		Bonus if stay 2-7 years.
3				Other benefits if stay
38. **CEO Responsibilities**				
41	41	3	*	Detailed written job description.
38	30	24	*	Goals and objectives established annually by board and CEO.
11	8	5		Job description reviewed and updated at evaluation.
3	8	5		Job description reviewed and updated every so many years.
39. **CEO Evaluation**				
68	35	5	*	Annual evaluation required.
14	14	19		CEO proposes process to board.

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TABLE 4: SINGLE COLLEGE DISTRICT CEOS (Superintendent/Presidents)

37 responses (52 positions). Numbers are the percentage of responses

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
	3			If not annual, evaluation conducted every so many years.
40. **Health Benefits**				
76	16	5	*	Benefits are the same as other administrators in the district.
62	27	5	*	Medical insurance.
59	24	5	*	Vision insurance.
62	27	5	*	Dental insurance.
59	22	5	*	Life insurance.
27	22	5		Disability insurance.
16	8			Long term care insurance.
24	11			Spouse benefits, if any, apply to partner.
3	3			Benefits paid after retirement: health, dental, vision and life.
41. **Medical Exam**				
27	5	5		Annual physical exam required
5		8		Physical exam required at request of board
42. **Miscellaneous**				
		5		Ability to hire certain number of positions outside regular personnel process.
30		3		Annuity and/or deferred compensation.
76	3	3	*	Entertainment or "in-district" expense allowance.
24	24	11		Indemnification related to district business.
24	5	32		College credit card.
14	16	8		Travel insurance related to district business.
43. **Housing**				
35	3	14	*	Moving expenses.
		3		Housing provided.
		3		Housing allowance.
		3		Home loan or financing.
		3		Home insurance.
44. **Automobile**				
5		22		Automobile required.

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TABLE 4: SINGLE COLLEGE DISTRICT CEOS (Superintendent/Presidents)

37 responses (52 positions). Numbers are the percentage of responses

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
19		3		Automobile provided (district owned or leased).
16		3		Auto maintenance and repair.
14		3		Auto insurance.
49	3	3		Automobile expense allowance.
22	3	8		Gasoline credit card.
45. **Memberships**				
24	8	27		Professional associations.
19	8	27		Community service organization(s).
-	-	-		Athletic or health club.
5		3		Private club for business and community leaders.
5		3		Country club or private golf course.
46. **External Professional Involvement**				
35	5	32		Community and regional involvement provision.
30	5	27		State level involvement provision.
19	5	22		National involvement provision.
47. **Outside Professional Activities**				
30	3	8		Vacation, holidays, or weekends only.
22		16		"As long as does not interfere with duties."
22	3			Certain number of work days allowed.
4		4		Contingent on board approval.
3		16		No limits or parameters.
48. **Leaves**				
57	19	5		Same as other administrative personnel.
49	14			Vacation.
32	8	3		Sick leave.
14	11	5		Professional development leave.
8	8	5		Sabbatical.
-	-	-		Other leaves: floating, administrative, non-duty. personal, business

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TABLE 4: SINGLE COLLEGE DISTRICT CEOS (Superintendent/Presidents)

37 responses (52 positions). Numbers are the percentage of responses

In Contract	Board Policy	Unwritten Practice	In Contract & Board Policy	Provisions
49. **Home Office and Travel Equipment**				
5		24		Home computer system.
5	3	57		Laptop computer.
		24		PDA (Personal Digital Assistant).
3		5		Additional phone line or DSL-type line at home.
3		30		Internet service at home.
	3	19		Fax machine.
5	3	65		Cell phone.
3		19		Pager.
8	3	62	*	Telephone credit card.
50. **Spouse**				
		3		Service to college or community.
		3		Expense reimbursement related to service.
3		3		Reimbursed for travel when accompanying CEO on business.
3		3		Expectations and benefits apply to partner or significant other.
51. **Termination**				
43				"No fault" termination by mutual consent in writing.
41		11		Resignation.
38	3	3	*	Prior written notice required for termination
51		5		Compensation if board terminates without cause.
65		5		By the board for cause.
38		5		Opportunity for CEO to respond to/defend against charges, with board.
8		3		Provision for alternative dispute resolution process if necessary.

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